



**Headquarters, United States
Army Materiel Command**

**AMC *Quality*
Desk-Top Reference**

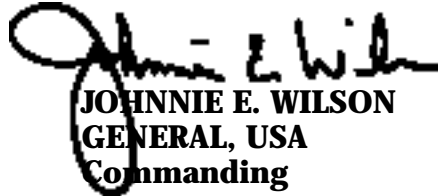
Visit our Web Site at: www.army.mil/amc/tq

Commander's Message

For over three decades, the soldiers and civilians of the U.S. Army Materiel Command have faithfully and selflessly served our Army. We have experienced many changes with more to come, but two things remain constant... the quality of our people and the importance of our products.

This pamphlet contains the strategic framework within which we make day-to-day decisions, develop innovative ways to increase our customers' satisfaction and plan for the future. Quality is a leadership issue. Leaders must inspire, mentor and train our people. They must communicate our vision, values, and goals. AMC leaders must continue to be committed to customer satisfaction and continuous improvement. Most important, however, is that at AMC everyone must be a leader.

I continue to support an environment within AMC that promotes the dignity of each individual, achievement built on teamwork, and equal opportunity for all our people. As a team... as a family, we can and will make a difference for our soldiers.



**JOHNNIE E. WILSON
GENERAL, USA
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President's Quality Award (PQA) Criteria

A superior management tool used in managing an organization's resources. All aspects of management along with key business processes and results are addressed. The criteria have been adapted for federal government agencies from the Malcom Baldrige National Quality Award criteria. These Criteria are the basic principles of Total Army Quality. The framework of the criteria consists of seven categories:

- ❖ Leadership
- ❖ Strategic Planning
- ❖ Customer Focus
- ❖ Information and Analysis
- ❖ Human Resource Development and Management
- ❖ Process Management
- ❖ Business Results



Secretary of Defense Commitment to Quality



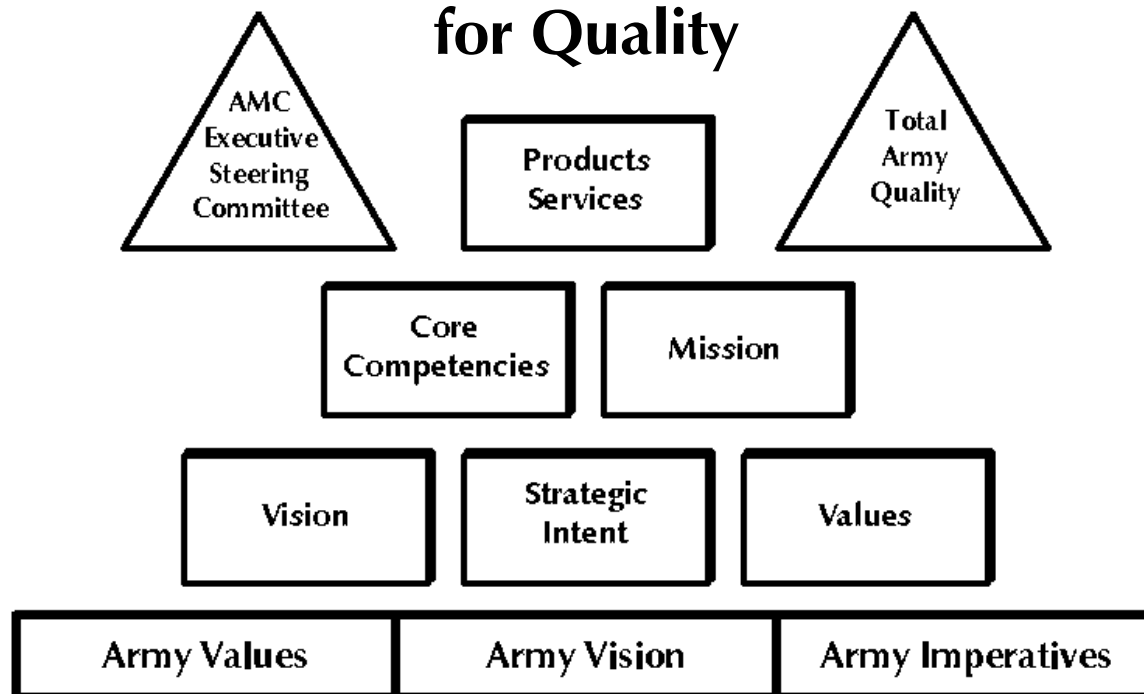
***“I want everyone in the Department to support
Quality Management initiatives, to practice these proven methods,
and to encourage the shared use of Best Practices to achieve
an even more efficient and effective organization.”***

Secretary of the Army and Army Chief of Staff Commitment to Quality



***“We remain committed to a Revolution in Business Affairs
and remain dedicated to Total Army Quality.”***

Army Materiel Command (AMC) Foundation for Quality



VALUES

Principles that provide the broad guidance of our organizational and personal decision making process.

Army Values

Loyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other soldiers.

Duty: Fulfill your obligations.

Respect: Treat people as they should be treated.

Selfless-Service: Put the welfare of the nation, the Army, and your subordinates before your own.

Honor: Live up to all the Army Values.

Integrity: Do what's right, legally and morally.

Personal Courage: Face fear, danger, or adversity (physical or moral).

AMC Values

***The values that reflect our mission and tradition
within the context of the Army Values.***

People: Our most important asset; our credentials.

Loyalty: Give our customers quality - on time/on budget.

Duty: Accept responsibility for assigned mission.
Work for excellence and continuous improvement.

Respect: Recognize the value and dignity of each individual.

Selfless-Service: Promote teamwork in a diverse work force.

Honor: Maintain the public trust.

Integrity: Tell the truth; be honest.
State all the facts; present all sides.

Personal Courage: Stand up for what we believe is right.

VISION

How an organization sees itself in the future.

Army Vision

“The World’s best Army, a full spectrum force - Trained and Ready for Victory. A Total Force of quality soldiers and civilians:

- ❖ A values-based organization
- ❖ An integral part of the Joint Team
- ❖ Equipped with the most modern weapons and equipment the country can provide
- ❖ Able to respond to our Nation’s needs
- ❖ Changing to meet the challenges of today... tomorrow... and the 21st Century.”

AMC Vision



***“The leader in equipping and sustaining America’s Army
though superior technology and responsive support, assuring
worldwide power projection and decisive victory.”***

STRATEGIC INTENT

When coupled with the Vision, Strategic Intent states the desired leadership position and establishes the baseline used to chart an organization's course. It defines a "stretch goal" for the organization.

AMC's Strategic Intent

**"To be THE Army's Materiel Command...
Relevant, Responsive and Ready!"**



AMC Commander's Intent

Empower and reward the AMC workforce for identifying and developing:

- ❖ A smaller footprint
- ❖ A highly leveraged partnership with industry
- ❖ State-of-the-art automation
- ❖ Technology enhancement
- ❖ Less reliance on DoD structure
- ❖ Virtual Logistics
- ❖ As we move to the future, AMC's organization, facilities and processes must be even more...
Relevant, Responsive and Ready!

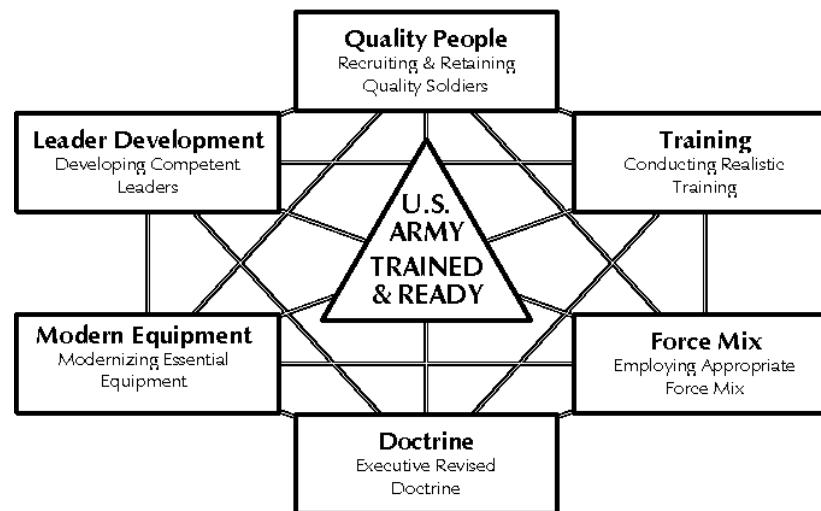


IMPERATIVES

A course of action require by leadership.

Army Imperatives

Army has six imperatives which serve as a guide to achieve the leadership's vision:



CORE COMPETENCIES

Critical areas of specialization that set AMC apart from other Army organizations. Each AMC Core Competency makes a significant contribution to the Army, has value which is difficult to duplicate, and presents an unacceptable risk if absent.

AMC's Core Competencies

- ❖ **Technology Generation & Application**
- ❖ **Acquisition Excellence**
- ❖ **Logistics Power Projection**

Reference:

"AMC's Business Planning Strategies," published in March 1995, defines AMC's core competencies, goals, strategies, and measures of performance.

AMC's Mission

These are the first-level mission statements of the United States Army Materiel Command. Additional details are in AR 10-87, Chapter 9:

- ❖ **Equip and sustain a trained, ready Army.**
- ❖ **Provide equipment and services to other nations through the Security Assistance Program.**
- ❖ **Develop and acquire nonmajor systems and equipment.**
- ❖ **Provide development and acquisition support to Program Managers, Program Executive Officers (PEOs) and Project Managers (PMs).**
- ❖ **Define, develop and acquire superior technologies.**
- ❖ **Maintain the mobilization capabilities necessary to support the Army in emergencies.**
- ❖ **Continue to improve productivity and quality of life.**

AMC Review & Analysis

How is it conducted?

Headquarter's Staff Briefings

- ❖ Composite AMC Performance for the Quarter
- ❖ Analysis of Problems and Corrective Actions
- ❖ Projected AMC Performance - Next Quarter/Full Fiscal Year
- ❖ Show Performance Rating for each MSC/SRA for each metric

MSC/SRA Commander or Director Briefings

- ❖ Out of Tolerance Metrics Only
- ❖ Commander's/Director's Analysis & Projection
- ❖ Usually by Videoteleconference after Staff Briefing

Common Data Base for all Metrics - MSCs/SRAs/HQ Staff

- ❖ Ownership stays with Originator of Metric
- ❖ Available AMC-wide Using Lotus Notes Data Base

AMC Metrics

Why Metrics?

- ❖ **Measurement is Key to Continuous Improvement**
- ❖ **A Category of the President's Quality Award Criteria**
- ❖ **Prescribed in Government Performance and Results Act**
- ❖ **To provide Performance Feedback:**
Customers, Stakeholders, Commanders and the Work Force

What makes a good Metric?

- ❖ **Data is reliable and repeatable**
- ❖ **Shows a goal, a plan to achieve the goal and actual results**
- ❖ **Is usable for corrective action**
- ❖ **Reflects the customer's requirements**

Integrated Tiered Metrics

Why are there different tiers?

Each tier reflects a different level of detail and audience:

- ❖ **Command tier - AMC Cumulative Data for Stakeholders**
- ❖ **Staff tier - MSC/SRA Data for AMC Command Group**
- ❖ **Organizational tier - Operational Data for Commanders/Directors**

What makes AMC Metrics Integrated?

- ❖ **Standard data element definitions among tiers**
- ❖ **Performance data feed up from lowest tier**
- ❖ **Ownership of data remains with the originator**
- ❖ **Common criteria for “goodness”**

AMC

Executive Steering Committee (ESC)

What does the AMC ESC do?

- ❖ Steers the Command**
- ❖ Serves as the Board of Directors**
- ❖ Defines the Strategic Framework**
- ❖ Leads Total Quality Management**
- ❖ Provides a Forum for Discussion of AMC-wide Issues**
- ❖ Supports the Decision Authority for AMC**

AMC ESC Members

❖ AMC Command Group

Commanding General, Deputy Commanding General, Principal Deputies for Logistics, Acquisition and Technology, Chief of Staff, and Command Sergeant Major

❖ AMC Principal Staff

Deputy Chiefs of Staff for Ammunition, Logistics & Operations, Personnel; Resource Management, Research Development & Acquisition, Command Counsel, and Chief, Special Projects Office

❖ MSC Commanders and Directors

❖ Executive Secretary

Special Assistant for Quality

AMC's ESC Process

How does the ESC work?

- ❖ **Commander AMC Chairs**
- ❖ **Three Off Site Meetings conducted each year**
 - Two to three days
 - Hosted by MSC Members
- ❖ **Video Teleconference (VTC) Meetings held monthly**
 - Not during Off Site Meetings
 - Third Monday of the month, 0730-0900 hrs
- ❖ **ESC Points of Contact VTC Conducted Monthly**
 - Agenda reviewed with members' staff
 - Inputs from members provided to Executive Secretary
- ❖ **Draft agenda assembled by Executive Secretary**
 - Members propose topics
 - Agenda approved by Commander AMC
- ❖ **Briefings stored in ESC repository**